

**HQ CIVIL WORKS ENGINEERING NOTES - Vol. III No. 4 - 9 January 1998 (continued)**

**APPENDIX A  
VACANCY ANNOUNCEMENT - PLANNING DIVISION**

**DEPARTMENT OF THE ARMY  
SENIOR EXECUTIVE SERVICE  
VACANCY ANNOUNCEMENT**

ANNOUNCEMENT NUMBER: DA 24-97

OPENING DATE: 30 Dec 97

CLOSING DATE: 6 Feb 98

POSITION TITLE: CHIEF, PLANNING DIVISION, HEADQUARTERS, U.S. ARMY CORPS OF ENGINEERS, ES-INTERDISCIPLINARY. May be filled in any one of the following series: 020 (Community Planning), 023 (Outdoor Recreation Planning), 101 (Social Science), 110 (Economics), 150 (Geographer), 401 (General Biological Science), 807 (Landscape Architect), 810 (Civil Engineer), 819 (Environmental Engineering), 1301 (General Physical Science), 1315 (Hydrology)

LOCATION: WASHINGTON, D.C.

SALARY RANGE: \$103,897 -\$123,100

**Applicants are advised that an essential element of the SES is mobility across geographic, organizational and functional lines. Individuals selected for SES positions may be subject to reassignment which requires them to be mobile. Mobility is an integral part of employment as a Senior Executive Service member within the U.S. Army Corps of Engineers. There is a strong likelihood that during your career with the Corps, as an SES member, you will be reassigned to another position or location.**

DUTIES: Plans, directs, evaluates, coordinates, and controls the work of the division and provides direction to the branch chiefs of a multi-disciplinary staff. Exercises continuing supervision to insure that plans and investigations undertaken by field operating activities are soundly conceived, are formulated to the proper scale and scope, and are responsive to the various legislative and executive authorities governing the restoration, conservation and development of the nation's water and related land resources. Provides program oversight and guidance for projects carried out under the Continuing Authorities Programs. Is responsible for review of proposed Civil Works legislation relating to study and project authorizations, preparation of study resolutions and other related legislation, and at the request of the Chief, Policy Division, providing assistance to the Committee on Public Works in preparation for Water

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Resources Development Acts. Develops planning guidance for the conduct of general investigations and reevaluation studies. Develops annual budget recommendations for the general investigations account and at the request of the Programs Division provides assistance to the appropriations committees in connection with the annual appropriations process. Monitors Civil

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Works research related to planning activities. Responsible for the completion of reports of the Chief of Engineers to Congress recommending Federal participation in plans formulated by Division and District Commanders.

**WHO MAY APPLY:** Applications will be accepted from all qualified persons.

**MANAGERIAL QUALIFICATIONS:** Persons newly selected for appointment to SES positions must have their managerial qualifications approved by the Office of Personnel Management and will serve a one-year probationary period.

**TRAVEL:** Travel, which may exceed 25%, is required using commercial or Government aircraft.

**SECURITY CLEARANCE:** Selectee must be able to obtain a Top Secret clearance.

**FINANCIAL DISCLOSURE:** Selectee must submit a financial disclosure statement, SF 278, upon assuming the position, annually, and upon termination of employment.

**SCREENING FOR ADVERSE INFORMATION:** Applicants proposed for selection are subject to inquiries as to any incidences of misconduct, malfeasance, neglect of duty, or the appearance thereof. Information gained in this check will be considered in the approval decision.

**POLITICAL RECOMMENDATIONS:** The Army is barred from accepting or considering political recommendations regarding appointment or any other personnel action by 5 USC 3303; any violation of the bar on recommendations is a prohibited personnel action. The Army is obligated to take appropriate adverse action against employees who solicit, or Army officials who consider, prohibited political recommendations.

**QUALIFICATIONS REQUIRED:**

**EXECUTIVE CORE QUALIFICATIONS - MANDATORY**

**1. Strategic Vision**

This qualification involves the ability to ensure that key national and organizational goals, priorities, values, and other issues are considered in making program decisions and exercising leadership to implement and to ensure that the organization's mission and strategic vision are reflected in the management of its people.

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**2. Human Resources Management and Equal Employment Opportunity**

This core qualification involves the ability to design human resource strategies to meet the organization's mission, strategic vision, and goals to achieve maximum potential of all employees in a fair and equitable manner.

**3. Program Development and Evaluation**

This core qualification involves the ability to establish program/policy goals and the structure and processes necessary to implement the organization's mission and strategic vision. Inherent in this process is ensuring that programs and policies are being implemented and adjusted as necessary, that appropriate results are being achieved, and that a process for continually examining the quality of program activities is in place.

**4. Resources Planning and Management**

This core qualification involves the ability to acquire and administer financial, material, and information resources. It also involves the ability to accomplish the organization's mission, support program policy objectives, and promote strategic vision.

**5. Organizational Representation and Liaison**

This core qualification involves the ability to explain, advocate, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive network with other organizations and organizational units.

**B. TECHNICAL QUALIFICATION - MANDATORY:**

Ability to apply planning techniques, practices and concepts to water resource planning programs.

This qualification requires experience in water resource planning programs which has provided the candidate with knowledge of the techniques, practices and concepts used in water resources planning.

**HOW TO APPLY:** The following must be received or postmarked by the closing date of this announcement. If postmarked by the closing date, it still must be received in this office within five days of the closing date. Incomplete applications will not be considered. Applications submitted

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in government postage-paid envelopes will not be considered. Material will not be returned.

A. An original and four copies of an Application or Resume completed in accordance with the attached instructions.

B. An original and four copies of a Supplemental Experience Statement. This is a very important part of your application. Applications not containing this statement will be found incomplete and will not be considered. This statement must address each of the qualification requirements (the five executive core qualifications and the technical qualification) shown above

(if you are currently a SES member or OPM certified candidate, you need to address the technical qualification only). Address each qualification requirement singly. Structure the statement in terms of the action taken, the context or environment in which the action was taken, and the outcome or results from such actions. For your guidance in preparing this portion of your application, attached is a weak example and a good example of how the executive core qualification of "Program Development and Evaluation" might be addressed.

C. One original and four copies of the Supervisory Assessment Statement (attached). For all candidates, this assessment must be completed for both the managerial and technical qualifications.

D. Five copies of your last three annual Performance Appraisals.

E. One copy of Background Survey Questionnaire (attached - for statistical purposes only).

MAIL ALL ITEMS TO:                      COMMANDER  
   HQ, US ARMY CORPS OF ENGINEERS  
   ATTN: CEHR-E  
   WASHINGTON, DC 20314-1000

PLEASE CALL TOM PETERS, 202-761-1763, IF YOU WISH ADDITIONAL INFORMATION.

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**SUPERVISORY ASSESSMENT STATEMENT**

**POSITION:** Chief, Planning Division, Headquarters, U.S. Army Corps of Engineers

**DA ANNOUNCEMENT NUMBER:** DA 24-97

**NAME OF**  
**APPLICANT:** \_\_\_\_\_

Please provide your assessment of the individual applying for this position. You are encouraged to provide additional comments on plain sheets of paper. If you do so, please enter the applicant's name on each page.

**RATING SCORES:** 4 = SUPERIOR 3 = VERY GOOD 2 = ACCEPTABLE  
1 = NOT ACCEPTABLE X = UNABLE TO APPRAISE

**EXECUTIVE CORE QUALIFICATIONS** **RATING**

1. Strategic Vision \_\_\_\_\_

This qualification involves the ability to ensure that key national and organizational goals, priorities, values, and other issues are considered in making program decisions and exercising leadership to implement and to ensure that the organization's mission and strategic vision are reflected in the management of its people.

2. Human Resources Management & EEO \_\_\_\_\_

This core qualification involves the ability to design human resource strategies to meet the organization's mission, strategic vision, and goals to achieve maximum potential of all employees in a fair and equitable manner.

3. Program Development and Evaluation \_\_\_\_\_

This core qualification involves the ability to establish program/policy goals and the structure and processes necessary to implement the organization's mission and strategic vision. Inherent in this process is ensuring that programs and policies are being implemented and adjusted as necessary, that appropriate results are being achieved, and that a process for continually examining the quality of program activities is in place.

4. Resources Planning and Management \_\_\_\_\_

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This core qualification involves the ability to acquire and administer financial, material, and information resources. It also involves the ability to accomplish the organization's mission, support program policy objectives, and promote strategic vision.

**5. Organizational Representation and Liaison** \_\_\_\_\_

This core qualification involves the ability to explain, advocate, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive network with other organizations and organizational units.

**B. TECHNICAL QUALIFICATION:**

Ability to apply planning techniques, practices and concepts to water resource  
planning programs \_\_\_\_\_

This qualification requires experience in water resource planning programs which has provided the candidate with knowledge of the techniques, practices and concepts used in water resources planning.

\_\_\_\_\_  
SIGNATURE, NAME & TITLE OF APPRAISER

Indicate your relationship to the applicant:

\_\_\_\_ Current Supervisor    \_\_\_\_ Former Supervisor    \_\_\_\_ Other  
(please explain)

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**INSTRUCTIONS FOR APPLICATION OR RESUME**

Applicants may submit a resume or other application form, such as Optional Application for Federal Employment (OF 612) or Standard Form 171 (Application for Federal Employment). Resumes or other application forms must contain ALL of the following:

**JOB INFORMATION**

- Announcement number and title of the job for which you are applying

**PERSONAL INFORMATION**

- Full name, mailing address (with Zip Code) and day and evening phone numbers
- Country of Citizenship
- Highest Federal civilian grade held (give job series and date)

**EDUCATION**

- High school (Name, city, state, date of diploma or GED)
- College and universities (Name, city and state, Majors, Type and year of any degree - If no degree, show total credits earned and indicate if semester or quarter hours).

**WORK EXPERIENCE**

Give the following information for your paid and nonpaid work experience related to the job for which you are applying (DO NOT SEND JOB DESCRIPTIONS).

- Job title (include series and grade if Federal job).
- Duties and accomplishments
- Employer's name and address
- Supervisor's name and address
- Starting and ending dates
- Hours per week
- Salary
- Indicate if we may contact your current employer.

**OTHER QUALIFICATIONS**



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- Job related training courses (title and year)
- Job related skills, for example, other languages, computer software/hardware
- Job related certificates and licenses (current only)
- Job related honors, awards, and special accomplishments, for example, publications,

memberships in professional or honor societies, leadership activities, public speaking, and performance awards (give dates, do not send documents).

**OTHER IMPORTANT INFORMATION**

If selected, the Army will ask you to complete a Declaration for Federal Employment to determine your suitability for Federal employment and to authorize a background investigation. The Army will also ask you to sign and certify the accuracy of all information in your application. If you make a false statement in any part of your application, you may not be hired; you may be fired after you begin work; or you may be fined or jailed.

Example of supplemental experience statement addressing the executive core qualification of Program Development and Evaluation. Provided below are a weak example and a good example.

**WEAK EXAMPLE**

My organization has 176 employees.<sup>1</sup> My responsibilities run the gamut of administrative functions. For example, I have effected major management improvements of my organizations computer capabilities.<sup>2</sup> In addition, I recently completed a detail as Special Assistant to the agency director. I performed staff assignments in all areas of administration, including personnel, budget, management information systems, accounting and procurement. This assignment gave me a unique overview of many projects.<sup>3</sup> I am closely involved in monitoring ongoing activities, identifying both potential and present deficiencies, and making recommendations for their ultimate improvement and correction. For example, I updated the Agency Program System Plan, a major undertaking.<sup>4</sup>

1. Number of employees supervised is not, in itself, evidence of competence. Additional information is needed to show how this supervision relates to the competencies being addressed.
2. Too general; does not illustrate how or why the candidate effected these improvements.
3. Listing staff assignments does not illustrate specific experience in directing and guiding programs, projects, or policies.
4. Candidate does not define competencies or experience.

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**GOOD EXAMPLE**

As Director of the Food, Housing, and Recreation Services, I established an aggressive inspection process to focus on quality control and oversee operations at department facilities providing these services.<sup>1</sup> This resulted in a \$10 million increase in authorized appropriated funding, and more efficient operation of our restaurants, troop lodgings, and recreation programs.<sup>2</sup> The Secretary praised the inspection program as one of the best in the department . One of my initiatives was developing formal staff assistance and oversight teams that visited each base's services to correct problems. I achieved a similar success in another project. I established a Staff Evaluation Team

which visited each base and provided guidance on how to improve services.<sup>3</sup> Civilian restaurants at one base had a loss of over \$50,000 in 1991. My team's efforts lead to restaurant profits of \$95,000 in 1995.

Working with the department's Food, Housing, and Recreation Advisory Board, I developed and implemented a strategic planning process which adopted corporate standards as well as long- and short-range strategies to achieve improvements in these services. These standards were keys to the successes achieved in the Gulf War, and they are still being used to meet our food, housing, and recreational needs at all bases.<sup>4</sup>

1. Describes an activity - direction of a major project.
2. Describes a specific outcome.
3. Describes the environment.
4. Example of an effective management control standard.

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**BACKGROUND SURVEY QUESTIONNAIRE**

**GENERAL INSTRUCTIONS:** The information from this survey is used to help insure that agency personnel practices meet the requirements of Federal law. Your responses are voluntary.

**PRIVACY ACT INFORMATION: GENERAL:** This information is provided pursuant to Public Law 93-579 (Privacy Act of 1974), December 31, 1974, for individuals completing Federal records and forms that require personal information. **PURPOSE & ROUTINE USES:** The information from this survey is used for research and for a Federal Equal Opportunity Recruitment Program (FEORP) to help insure that agency personnel practices meet requirements of Federal law. **EFFECTS OF NONDISCLOSURE:** Providing this information is voluntary. No individual personnel selections are made based on this information.

PLEASE PRINT OR TYPE

NAME: \_\_\_\_\_

POSITION FOR WHICH  
APPLYING: \_\_\_\_\_

YEAR OF BIRTH: \_\_\_\_\_

How did you find out about this vacancy (Please circle choice, you may indicate more than one)

- |   |  |              |
|---|--|--------------|
| 1. Private Information Source                     | 2. Magazine  | 3. Newspaper |
| 4. Radio  | 5. TV  | 6. Internet  |
| 7. Private Employment Office                      | 8. State Employment Office (Unemployment Ofc)      |              |
| 9. Agency Personnel Dept                          | 10. Federal, State or Local Job Information Center |              |
| 11. School Counselor/other official               | 12. Friend or Relative Working for Agency          |              |
| 13. Friend or relative not working for the Agency |  |              |
| 14 Other (Please Specify): _____                  |  |              |

Please categorize yourself in terms of race, sex, and ethnic categories below

**DEFINITIONS:** The racial and ethnic categories for Federal statistics and administrative

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reporting are defined as follows:

**RACE:**

American Indian or Alaskan Native. A person having origins in any of the original peoples of North America and who maintains cultural identification through tribal affiliation or community recognition.

Asian or Pacific Islander: A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands, and Samoa.

Black: A person having origins in any of the black racial groups of Africa.

White: A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.

**ETHNICITY:** Hispanic: A person of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin regardless of race.

Please indicate your race, sex and ethnicity by checking the appropriate lines below

**RACE:**

- 1\_\_\_\_American Indian or Alaska native
- 2\_\_\_\_Asian or Pacific Islander
- 3\_\_\_\_Black
- 4\_\_\_\_White
- 5\_\_\_\_Other (Specify)

**SEX:**

- 1\_\_\_\_Male
- 2\_\_\_\_Female

**ETHNICITY:**

- 1\_\_\_\_Hispanic Origin
- 2\_\_\_\_Not of Hispanic Origin

**APPENDIX B**  
**Local Sponsoring Groups for ACI Certification Program**

The following groups provide the training and certification program for ACI Concrete Field Testing Technician-Grade I.

<b><u>Group</u></b>	<b><u>Contact</u></b>	<b><u>Phone</u></b>
Alabama Concrete Ind Assoc	Warner T. Clark	334-265-0501
Arkansas RMCA	Earl S. Glover	501-663-8335
Arizona Chapter ACI	Michael L. Kohout	602-220-5631
Southern California Chap ACI	Carol J. Lang	909-861-3256
San Diego Certification Comm	Stephen Campbell	619-280-4321
California Northern ACI	Barbara Owen	209-823-3083
Colorado Ready Mixed Conc Assoc	Rodman Stewart	303-290-0303
Connecticut Concr Quality Cons	Donald F. Penepent	860-844-7005
National Capital Chapter ACI	John R. Wilson	301-309-1582
Delaware Valley Chapter ACI	Rondall C. Cronin	215-631-9456
Construction Mtls Engr Council	Amy M. Seigler	407-898-1115
Florida First Coast Chapt ACI	John E. Ellis II	904-880-0960
Georgia Chapter ACI	Donald E. Dixon	770-339-0387
Hawaii Cemt & Conc Prod Assn	Neil R. Guptaill	808-483-3392
Iowa Ready Mixed Conc Assn	Grant D. Gustofson	515-225-3535
Idaho CAPA	Michael R. Merhar	208-323-9520
Illinois Chapter ACI	James A. Kolakowski	708-728-2438
Indiana Chapter ACI	Christopher R. Tull	317-849-1788
Kansas ACI Certif Committee	Jimmie L. Thompson	913-451-8900
Kentucky RMCA	James J. Deters	502-695-1535
Louisiana Conc Certifi Consult	C. L. Robbins	318-371-0699
Louisiana Chapter ACI	Bernard J. Eckholdt	504-834-3341
Massachusetts CIB	Arthur C. S. Choo	617-451-5466
Wentworth Inst of Technology	Frederick E. Gould	617-989-4175
Maryland Chapter ACI	Milton H. Wills	410-788-4331
Maine Conc Tech Cert Board	Stephen W. Cole	207-848-5714
Northern New England CPA	David P. Twomey	207-883-3297
Michigan Concrete Paving Assoc	Thomas H. Adams	517-487-1181
Michigan Tech Univ	John P. Daavettila	906-487-2178
Minnesota ARM	Eugene Wright	612-333-6992
Minnesota DOT	William E. Servatius	612-296-3124
Missouri Chapter ACI	William J. Guerdan	314-397-6600

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**Appendix B - Local Sponsoring Groups for ACI Certification Program (continued)**

<b><u>Group</u></b>	<b><u>Contact</u></b>	<b><u>Phone</u></b>
Mississippi Concr Ind Assn	John M. Peper	601-957-5274
Montana Contractors Conc Div	Stephen C. Morrical	406-285-3241
North Carolina DOT	R. W. Reaves	919-733-7411
Carolina Chapter ACI	Cal C. Conner	803-254-4350
North Dakota RMCPA	Mark Dougherty	701-223-2770
Dakota Chapter ACI	M. R. Hansen	605-343-1807
Nebraska Chapter ACI	Mark E. Deetz	402-558-2727
New Jersey Chapter ACI	Dianne Johnston	732-940-1803
New Mexico Chapter ACI	Patricia Stade	505-343-1710
Las Vegas Chapter ACI	Patsy L. Hill	702-379-1499
New York DOT	Vayne J. Brule	518-457-3240
The Concrete Industry Board NY	Heather Holden	212-681-1808
New York Central Chapter ACI	Mike Vitale	315-252-7227
New Youk Eastern Chapter ACI	Ronald E. Vaughn	518-732-7205
Municipal Testing Laboratory NY	Claude E. Jaycox	516-938-7120
New York Western Chapter ACI	Ray J. Kron	716-821-5911
Ohio RMCA	John T. Paxton	614-891-0210
Ohio Northeast Chapter ACI	Frances A. McNeal	216-831-5500
Oklahoma Ready Mixed Conc Asso	E. A. Gale	918-582-8111
Oregon CAPA	Sylvia Montagne	503-588-2430
Pennsylvania Concrete Promo CC	Philip Kresge	610-391-0274
Pittsburgh Area Chapter ACI	George R. Wargo	412-351-6465
Puerto Rico RMCA	Victor A. Joglar	787-798-9200
El Paso Chapter ACI	K. Fred Gibbe	915-581-9368
Tennessee (Middle) Chapter ACI	W. Scott Goodrich	615-256-3999
Tennessee RMCA	Bernadine Hughes	615-353-1333
Texas Aggr & Concrete Assoc	Bob R. Beard	512-451-5100
Central Texas Chapter ACI	Robert A. Fluegge	512-328-4477
San Antonio Chapter ACI	Chuck A. Gregory	210-641-2112
Texas Northeast Chapter ACI	Vartan Babakhanian	972-260-3646
Houston Chapter ACI	Stephen L. Kaiser	713-266-6555
Intermountain Chapter ACI	Kristen Beckstead	801-250-3444
Virginia RMCA	Peter Easter	804-977-3716
Vermont RMCA	David H. Bartlett	802-433-5371
Washington Aggr. & Conc Assoc	Bruce T. Chattin	425-453-7832
Wisconsin RMCA	Barbaara A. Wesener	414-529-5077
Wyoming Contractors Assoc	Charles E. Ware	307-632-0573

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**Appendix B - Local Sponsoring Groups for ACI Certification Program (continued)**

NRMCA-NAA	Colin L. Lobo	301-587-1400
Portland Cement Assoc	Richard P. Bohan	847-966-6200

**APPENDIX C  
INFORMATION PAPER**

CECW-EP  
22 Dec 97

SUBJECT: Relationship Between the Corps and FEMA on Dam Safety

1. Purpose: To provide background information to the DCW.
2. Facts.

a. As a result of several dam failures in the mid 1970's, a Presidential Memorandum was issued on 23 April 1977 that required each Federal agency having responsibility for dams to review their practices and activities related to dam safety. This memorandum also directed the Federal Coordinating Council for Science, Engineering and Technology to prepare guidelines for management practices to ensure dam safety. The "Federal Guidelines for Dam Safety" (Guidelines) was published in June 1979.

b. The Federal Emergency Management Agency (FEMA) was established by Reorganization Plan #3 of 1978. Executive Order 12148 (July 1979) gives FEMA the responsibility to coordinate dam safety in the nation. In a 4 October 1979 memorandum, President Carter asked each Federal agency having responsibility for dams to adopt and implement the Guidelines and report their progress to FEMA on a biennial basis.

c. The Interagency Committee on Dam Safety (ICODS) was established in 1979, based on E.O. 12148, to promote and monitor Federal and State dam safety programs. FEMA serves as the chair of ICODS. The Corps of Engineers served as the Department of Army representative on ICODS. The National Dam Safety Program Act (NDSPA) of 1996 (Section 215 of P.L. 104-303, WRDA 96) legislatively established ICODS, and changed the Department of Army seat to a Department of Defense seat (still occupied by the Corps). The ten Federal agencies serving on ICODS are: Department of Agriculture, Department of Defense, Department of Energy, Department of Interior, Department of Labor, FEMA, Federal Energy Regulatory Commission, International Boundary and Water Commission (U.S. Section), Nuclear regulatory Commission, and Tennessee Valley Authority. ICODS meets quarterly.

d. The NDSPA of 1996 also established a National Dam Safety Program and named the Director of FEMA as coordinator of the Program. Note that the Dam Safety Act of 1986



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**Appendix C - Information Paper - Relationship Between the Corps and FEMA on Dam Safety (continued)**

CECW-EP

SUBJECT: Relationship Between the Corps and FEMA on Dam Safety

(Section 1201 of P.L. 99-662, WRDA 86) authorized the Corps to accomplish some of the same activities authorized in NDSPA 1996, including assistance to state and local governments, establishment of a National Dam Safety Review Board, and training for state dam safety inspectors, but those activities were never funded and the authorization expired unused.

e. In September 1997, FEMA issued the NDSPA Implementation Plan. This document was coordinated with ICODS agencies (including the Corps), and State dam safety officials. The Corps has responsibility for the National Inventory of Dams (NID), which is funded through the Energy and Water Appropriation bill. In FY98, we received an appropriation of \$200,000 for the NID. FEMA received their appropriation through the Departments of Veterans Affairs and Housing and Urban Development, and Independent Agencies Appropriations Act, 1998. FEMA received \$2,900,000 for dam safety activities in FY98, which included \$2,500,000 for activities under the NDSPA (\$1,000,000 for State assistance, \$500,000 for training, and \$1,000,000 for research), and \$400,000 for staff salaries.

f. The NDSPA also established a National Dam Safety Review Board. The Board's function is to advise FEMA on issues, including the more advanced requirements and standards for the State assistance program, distribution of funds under that program, and monitoring State implementation of that program. The Board includes eleven members; five State dam safety officials, one representative of the United States Committee on Large Dams (USCOLD), and five Federal officials. Steve Stockton has been nominated to represent the DOD on this Board.

g. Working relationships with FEMA are good. FEMA's Dam Safety Program is managed by Bud Andress, who works for Mike Armstrong in FEMA's Mitigation Directorate. Bud Andress is also Chairman of ICODS.

ROBERT A. BANK / 761-1660